

COMPETENCY FRAMEWORK

FOR INTEGRATION
AUTHORITY NURSE
BOARD MEMBERS



Background

Integration has radically changed how health and social care services are planned and delivered in Scotland. Nursing staff in Scotland are in the midst of an ever-shifting landscape requiring new ways of working with many partners who may have different priorities, organisational cultures and ways of doing things. As a result of the Public Bodies (Joint Working) (Scotland) Act 2014 there is now an established nursing seat on every integration authority (IA) board. IA nurse board members have a pivotal role in influencing and supporting decision making in each IA board to shape, deliver and monitor safe, high-quality integrated services.

Integrated structures differ across Scotland. Some nurse leaders in integration hold the governance and professional advisory function as the nurse member of the Integration Authority alone; others hold both this and an operational leadership role within the delivery partnership. This document focuses solely on the function of nursing leaders as the nurse board member of the Integration Authority.

Introduction

These are relatively new professional roles for IA nurse board members which require a range of different skills and ways of working in order to influence, as ensuring the quality and safety of patient care requires the voice and clinical expertise of these nurse leaders. The skills and competencies required for this role have emerged from the lessons learnt and experiences shared by IA nurse board members as participants of the RCN co-produced development programme, *Creative Influence in an Integrated World*. The time is now right to develop a competency framework for these roles to ensure there can be national consistency and ongoing support.

These competencies have been developed by the RCN, the Executive Nurse Directors group (SEND) and NES. These competencies will need to continue to be refined as the roles evolve. To support future succession planning into these roles they must be seen as developmental in nature.

In line with the national Post-Registration Career Development Framework (www.careerframework.nes.scot.nhs.uk) there are four pillars of practice which describe the core role and function of nursing roles:-

- Clinical practice
- Leadership
- Facilitation of learning
- Evidence, research and development.

The competencies and proficiencies set out here focus on the leadership pillar and build on the NHS Scotland Leadership Qualities Framework 2014.

The RCN has also developed an Integration [Toolkit](#)¹ which is designed to support nurse leaders to make complex decisions about the redesign of integrated health and social care services.

1. RCN Integration Toolkit available at: <https://www.rcn.org.uk/professional-development/publications/pub-005910>

Pillar of practice - leadership

Proficiencies	Key knowledge, skills and behaviours	Educational and professional development needs
<p>Advanced knowledge and understanding of integrated health and care environments</p>	<p>Ability to: Demonstrate high level knowledge of the role that communities and others play in improving population health and wellbeing and reducing inequalities.</p> <p>Demonstrate knowledge of the different structures and corporate governance arrangements within which integrated health and social care operates, and their interdependencies.</p> <p>Demonstrate awareness of the political environment within which integrated health and social care operates, and the impact of this on decision-making.</p> <p>Understand how commissioning and procurement operate within integrated health and social care and extent of own role in these.</p>	

Pillar of practice - leadership

Proficiencies	Key knowledge, skills and behaviours	Educational and professional development needs
<p>Work effectively with others across agency and professional boundaries</p>	<p>Ability to: Understand different roles and responsibilities of all involved in the governance and/or delivery of health and social care.</p> <p>Respond sensitively to different cultures and ways of working.</p> <p>Demonstrate the ability to create and maintain effective alliances to ensure the safety and quality of care.</p> <p>Demonstrate skills in negotiation, and in conflict management and resolution.</p> <p>Expertly manage tensions in expectations and relationships.</p>	

Pillar of practice - leadership

Proficiencies	Key knowledge, skills and behaviours	Educational and professional development needs
<p>Provide professional leadership within the Integration Authority in relation to professional, financial and legal frameworks while remaining accountable for own practice</p>	<p>Ability to:</p> <p>Understand accountabilities and responsibilities of self and others.</p> <p>Influence financial planning, including efficiency plans, in relation to the maintenance and improvement of safe, high quality nursing care.</p> <p>Translate healthcare and nursing-related strategies, standards, guidance and legislation into Integration Authority decision-making, demonstrating creativity and vision.</p> <p>Gather and present data and information to demonstrate, effectively, the value of nursing in integrated services.</p> <p>Influence organisational integrated governance systems and processes to ensure they provide effective assurance of care.</p> <p>Use expert knowledge of clinical governance, legal and ethical issues and professional (NMC) standards/codes of conduct to influence complex organisational decisions effectively.</p> <p>Respond flexibly to competing demands.</p>	

Pillar of practice - leadership

Proficiencies	Key knowledge, skills and behaviours	Educational and professional development needs
<p>Influence decision making and change at local and national level</p>	<p>Ability to: Utilise appropriate data and contemporary evidence to influence decision making, service improvement and assessment of impact.</p> <p>Provide evidence-based arguments to influence nursing workforce planning to ensure safe, high quality nursing care.</p> <p>Influence the wider strategic direction for workforce planning and development.</p> <p>Demonstrate the ability to develop and present a convincing case to a wide range of audiences.</p> <p>Write authoritative and convincing reports, board papers and papers for publication.</p> <p>Share experience and learning at national level to promote improvement and best practice and to support other nursing leaders.</p>	

Pillar of practice - leadership

Proficiencies	Key knowledge, skills and behaviours	Educational and professional development needs
<p>Provide professional, clinical leadership to ensure delivery of safe, high quality services and reduce risk and minimise potential for adverse events</p>	<p>Ability to: Present evidence-informed and professionally focused perspectives to influence quality outcomes, nursing practice, risk management and mitigation, including in relation to nursing staffing.</p> <p>Demonstrate the ability to assess potential consequences of complex decisions on patient care and on nursing staff.</p> <p>Collect and communicate appropriate data to provide assurance, or highlight concerns, about the safety and quality of nursing care to the Integration Authority in a timely way.</p> <p>Gather and reflect the views of nursing staff in relation to quality, safety and staffing to the Integration Authority to inform robust decision making and governance.</p> <p>Demonstrate the confidence to raise concerns effectively at the highest organisational level and enact effective feedback mechanisms.</p>	

Pillar of practice - leadership

Proficiencies	Key knowledge, skills and behaviours	Educational and professional development needs
<p>Provide strategic guidance to support organisational learning and improvement</p>	<p>Ability to: Lead strategically to create a culture of learning within the organisation.</p> <p>Demonstrate ability to use evidence to inform the development of strategic priorities.</p> <p>Build capacity and capability in terms of improvement skills and methodologies to enhance quality care.</p>	
<p>Communicate and engage effectively</p>	<p>Ability to: Communicate effectively with all partner organisations, the media and the public commensurate with role.</p> <p>Communicate effectively with nursing staff in the Integration Authority area.</p> <p>Demonstrate the ability to identify, seek the advice of, and actively profile nursing staff with relevant expertise in decisions on integration health and social care.</p>	

Pillar of practice - leadership

Proficiencies	Key knowledge, skills and behaviours	Educational and professional development needs
<p>Demonstrate personal leadership qualities, motivating and inspiring others</p>	<p>Ability to: Act as a role model, with integrity and honesty, to promote a culture that promotes values-based person centred care.</p> <p>Provide strategic leadership that is underpinned by a commitment to service excellence and a co-produced common vision.</p> <p>Use effective leadership approaches to increase team/ individual effectiveness and outputs.</p> <p>Demonstrate emotional and intellectual flexibility, personal resilience and a positive approach to own health and wellbeing.</p> <p>Develop networks both within and out with own organisation.</p>	

June 2019

